

**Notice of Base Funding Availability Fiscal Year 2019**

**Three-Year Community Partnership Agreement (FY19-FY21)**



**Maryland Governor's Office for Children,  
On Behalf of  
The Children's Cabinet**

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Governor

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**December 29, 2017**

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## I. Summary

This Notice of Funding Availability provides an opportunity for local jurisdictions, through their Local Management Boards (Boards) working jointly with key stakeholders, to:

- Develop a Community Partnership Agreement for FY19-FY21 for its base funding allocation; and,
- Use the Results Scorecard to demonstrate that programs/strategies are effective in addressing the communities' identified needs.

As in FY18, Boards are encouraged to focus on Governor Hogan's goal of ensuring economic opportunity for Maryland's struggling families through strategies<sup>1</sup> that will:

- Reduce the impact of parental incarceration on children, youth, families, and communities;
- Reduce the number of Disconnected/Opportunity Youth (aged 16-24, not working and not attending school);
- Reduce childhood hunger; and,
- Reduce the number of unaccompanied homeless youth under age 25 and not in the physical custody of a parent, guardian or relative.

The purpose of this Notice of Funding Availability is to provide a base funding allocation to each Local Management Board that may be apportioned for Board Support (administration) and programs/strategies as determined by the Board. The base allocation for FY19 is level-funding based on the FY18 award.

### *Multi-Jurisdictional Plans*

Boards are strongly encouraged to collaborate with other Boards and submit joint applications to fund one or more program(s)/strategy(ies).

### *Availability of Funds*

This Notice of Funding Availability is for a three-(3) year award for the period of July 1, 2018 through June 30, 2021 with one-year funding. This Notice is subject to the availability of funds and may be amended to reflect changes in the final budget appropriation by the General Assembly. Future funding will be based upon an annual update that includes the outcomes and performance demonstrated by the jurisdiction plus any changes to programs/strategies and/or budgets, and funding availability. The total State funding available for this Notice of Funding Availability is \$18,059,191 for FY19.

### *Base Allocation*

Each jurisdiction will be eligible for its base allocation (based upon the FY18 award) upon successful completion of the Notice of Funding Availability process, a minimum ranking of "Good" on its application, and a final recommendation for funding by the State Review Team that is approved by the Children's Cabinet. The base allocation for each jurisdiction is identified in the chart, below, which does not include the FY19 award for the Local Care Team Coordinator:

Jurisdiction	Base Allocation <sup>2</sup>
Allegany	\$462,798
Anne Arundel	\$1,241,252

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<sup>1</sup> See Appendix B for definitions.

<sup>2</sup> The base allocation listed does not include the FY19 award for the Local Care Team Coordinator.

<b>Jurisdiction</b>	<b>Base Allocation<sup>2</sup></b>
Baltimore City	\$2,921,102
Baltimore	\$1,396,916
Calvert	\$357,067
Caroline	\$563,425
Carroll	\$513,102
Cecil	\$527,429
Charles	\$383,826
Dorchester	\$433,413
Frederick	\$393,603
Garrett	\$530,263
Harford	\$570,994
Howard	\$448,049
Kent	\$376,358
Montgomery	\$1,527,169
Prince George's	\$1,724,396
Queen Anne's	\$335,286
St. Mary's	\$401,718
Somerset	\$288,755
Talbot	\$443,418
Washington	\$674,447
Wicomico	\$764,487
Worcester	\$779,918
<b>TOTAL</b>	<b>\$18,059,191</b>

#### *Local Care Team Coordinator*

The funding for the Local Care Team coordinator in each jurisdiction for FY19 is not included in the base funding chart above.

#### *Planning*

Boards may request to utilize base funding for planning activities. This request should include a thorough description of the specific planning activities that require funding, a detailed timeline of planning activities and an exact budget of proposed expenditures. It is not necessary to propose performance measures for planning activities identified in the application.

#### *Competitive Funding*

Up to \$2,000,000 is available in FY19. See the “Notice of Competitive Funding Availability Fiscal Year 2019” issued December 29, 2017 for requirements specific to competitive funding.

#### *Review and Ranking*

Applications will be reviewed by a State Review Team that may be composed of, but is not limited to, representatives of Children’s Cabinet Agencies, the Governor’s Office for Children, and other partners. There will be separate review teams and processes for base and competitive funding applications.

The State Review Team will review, score and negotiate the FY19-FY21 Community Partnership Agreement with a local team and determine a final recommendation to the Children’s Cabinet. Each

member of the State Review Team will review and score assigned applications using a rubric provided. A collective average score will be assigned to each application by the State Review Team.

The State Review Team will use the following ranking scale:

- 0-70 points = Non-Responsive
- 71-80 points = Good
- 81-90 points = Very Good
- 91-100 points = Excellent

An application that is ranked as “Non-Responsive” will be disqualified from the review process. For FY19, as occurred for FY17 and FY18, if a Board is “disqualified” (e.g. the application’s score is lower than 71 points):

1. That Board is taken out of the base funding application process as described herein;
2. Local government will be given an opportunity, with a timeline, to address the deficiencies in the application with technical assistance from the Office; and/or,
3. The Children’s Cabinet may continue currently-funded programs through Local government with specific fiscal controls and other special conditions.

#### *Extra Points*

The State Review Team may assign a maximum of eleven (11) extra points to an application’s total average score for the following:

1. Two Generation Strategies: Up to five (5) extra points may be assigned by the State Review Team if the application proposes a clearly-articulated and well-constructed two-generation approach for one or more proposed programs/strategies. To be eligible for extra points, a successful application will:
  - a. Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
  - b. Propose performance measures that track outcomes for parents and children/youth; and,
  - c. Demonstrate a clear effort to remove silos in existing programs/strategies or create new strategies that involve collaboration and communication between agencies serving different members of the family.
2. Race Equity: Up to five (5) extra points may be assigned by the State Review Team if the application demonstrates a clearly-articulated and well-constructed commitment to race equity. To be eligible for extra points, a successful application will include:
  - a. A detailed discussion of racial disparities in the jurisdiction, supported by local data wherever possible;
  - b. Evidence of community engagement around addressing racial disparities; and,
  - c. Strategies for advancing equity.
3. Cash Match: One (1) extra point may be assigned by the State Review Team if the application demonstrates a cash match of 25% or more of the total funding request (combined total of all programs/strategies + Board Support [administration]). Cash match is defined as funds that are paid/awarded/administered to/by the Local Management Board in support of a program/strategy. Eligible cash match does not include in-kind support or funds that are paid to

the program vendor or another third party in support of the program/strategy.

#### *Submission*

- One original and six (6) additional hard copies of the complete application, plus an electronic submission of the narrative in Word format and an electronic submission of the budget spreadsheet file in Excel format are required to be received at the Governor's Office for Children by 5 p.m. on Tuesday, April 24, 2018.
- Faxes are not permitted.
- Application narratives are limited to thirty (30) pieces of paper (60 pages of narrative excluding required cover pages, appendices, and budgets).
- Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper. Data in tables may be single-spaced and 10-point font.
- Please do not use binders or folders.

## **II. New for FY19-FY21**

#### *Length of Award*

This Notice of Funding Availability is for a three-(3) year Community Partnership Agreement for the period of July 1, 2018 through June 30, 2021 with one-year funding for fiscal year 2019 (July 1, 2018 through June 30, 2019). Funding for fiscal years 2020 and 2021 will be based upon an annual update that includes the outcomes and performance demonstrated by the jurisdiction plus any changes to programs/strategies and/or budgets, and funding availability.

#### *Review Process*

There will be a separate review process for base and competitive funding applications. Two (2) State Review Teams will be formed: one team to review base funding applications, negotiate with the local teams and to determine a final recommendation to the Children's Cabinet for base funding awards; and, a second team that will review all applications for competitive funding and determine final recommendations to the Children's Cabinet for competitive funding awards.

The review process for this Notice of Funding Availability will be a negotiation involving State and local teams. Each Local Management Board will form a local team composed of the Local Management Board director (or staff person), the Local Management Board Chair or Vice-Chair, and up to three (3) other Board members. The local team will meet with the State Review Team to discuss written questions and any other issues raised by the State Review Team. The purpose of the meeting is for the local team to respond to questions so that issues are resolved during the meeting and the local team can be informed of preliminary approval. Questions from the State Review Team will be compiled by the Governor's Office for Children and forwarded to the local team in advance of the meeting. Meetings will be held at 100 Community Place, Room 2.314, Crownsville, MD 21032 in accordance with the schedule in Appendix G.

## **III. Application Checklist**

The following will be provided/included for the base funding application to be considered complete:

- **Cover Pages (using template provided) – These pages do not count toward the 60 page limit for the narrative.**
  - With contact information and original signatures for all required representatives.
  - The cover page does not need to be submitted electronically.
  
- **Table of Contents – This page does not count toward the 60 page limit for the narrative.**
  - Listing all relevant sections of the application with page numbers.
  
- **Board Summary – These pages do not count toward the 60 page limit for the narrative.**
  - Limited to three (3) pages maximum (one and one-half [1½] pieces of 8½ x 11 sized paper, double-sided).
  - Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper with one (1) inch margins. Data in tables may be single-spaced and 10-point font.
  
- **Executive Summary of the Board’s Community Plan – These pages do not count toward the 60 page limit for the narrative.**
  - The Executive Summary of the Board’s community plan with descriptions of:
    - Community input;
    - Data collection and analysis; and,
    - Prioritized areas of need.
  - Limited to ten (10) pages maximum (five [5] pieces of 8½ x 11 sized paper, double-sided).
  - Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper with one (1) inch margins. Data in tables may be single-spaced and 10-point font.
  
- **Narrative**
  - With all required discussion of the Results and corresponding Indicators and trends that are prioritized by the Board; partners; proposed programs/strategies; supporting evidence of need and effectiveness; performance measures; sustainability (as applicable); and timelines.
  - Limited to sixty (60) pages of narrative (thirty [30] 8½ x 11 sized pieces of paper) excluding required cover pages, appendices and budgets.
  - Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper with one (1) inch margins. Data in tables may be single-spaced and 10-point font.
  
- **Budget Spreadsheet Using Excel Format Provided**
  - With required budget narratives that explain how the costs were estimated and clearly justifies the need for the cost.
  
- **Appendices**
  - Letters of commitment from partners that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success, as applicable.
  - Letters of award or rejection related specifically to sustainability, as applicable.



#### IV. Important Dates

Date	Action	Follow-Up/Location
December 29, 2017	<b>Issue Notice of Funding Availability</b>	Via GovDelivery email to Local Management Board Points of Contact and Board members and posted to Governor's Office for Children website.
December 30, 2017 through April 24, 2018	<b>Training and Technical Assistance</b> For the period of December 30, 2017 through April 24, 2018, technical assistance from Governor's Office for Children staff is limited to Scorecard questions, FY18 report submissions, or prior years' activities only.	
January 16, 2018 1:30 p.m. to 3:30 p.m.	<b>Pre-Application Meeting for Base and Competitive Funding</b> <ul style="list-style-type: none"> <li>Each Local Management Board can submit any questions for the meeting in writing no later than 5 p.m. on January 11, 2018 via email to Kim Malat only at <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a>.</li> <li>Please note that due to the limitations of the venue and the nature of the material to be presented, there will be no option to call-in to this meeting.</li> <li>If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb by 5 p.m. on January 11, 2018 by sending an email to <a href="mailto:tracey.webb@maryland.gov">tracey.webb@maryland.gov</a>.</li> <li>In case of inclement weather: <ul style="list-style-type: none"> <li>➤ If Baltimore County Public Schools are closed on January 16, 2018, the meeting will be rescheduled to January 19, 2018 at the Governor's Office for Children, 100 Community Place, Crownsville, MD 21032.</li> <li>➤ If Baltimore County Public Schools announce a delayed opening on 1/16/18 (or 1/19/18 if the meeting on 1/16/18 is cancelled), the meeting will begin as scheduled at 1:30 p.m.</li> </ul> </li> <li>Please bring a copy of the FY19 Notice of Funding Availability to the Pre-Application Meeting as a reference.</li> </ul>	<b>January 16, 2018 1:30 - 3:30 p.m.</b> Baltimore County Public Library - Arbutus Branch 855 Sulphur Spring Road Arbutus, MD 21227-2745  <b>In case of inclement weather on 1/16/18: January 19, 2018 10:30 a.m. - 12:30 p.m.</b> Governor's Office for Children 100 Community Place Conference Room A/B Crownsville, MD 21032

April 24, 2018	<b>Base Applications Due</b> Local Management Boards submit base applications no later than 5 p.m. EST.	One (1) original and six (6) additional hard copies due at:  Governor's Office for Children 100 Community Place Crownsville, MD 20132 <b>PLUS</b> 1 electronic copy of the narrative in Word format emailed to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a> <b>PLUS</b> 1 electronic copy of the budget worksheet in Excel format emailed to: <a href="mailto:kim.malat@maryland.gov">kim.malat@maryland.gov</a>
April 24 – May 11, 2018	<b>Base Applications Reviewed</b>	
Week of May 14, 2018	<b>Questions from State Review Teams Forwarded to Local Management Boards</b>	Via email from Kim Malat to Local Management Board points of contact and Board members.
May 23-June 18, 2018	<b>Base Application Meetings – Local Management Board Team and State Review Team</b>	All meetings will be held at: 100 Community Place Room 2.314 Crownsville, MD 21032  See meeting schedule in Appendix G on page 39.
June 29, 2018	<b>Notification of Base Awards</b>	Via email from Kim Malat to Local Management Board point of contact and Board members.
July 1, 2018	<b>FY19 Grant Award Effective Date</b> All FY19 grant activity begins for Local Management Boards that have received a notification of the base award. Community Partnership Agreement contracts will be finalized with a 7/1/18 effective date to allow implementation of FY19 activities.	

## V. Background

Local Management Boards (Boards) were established in the 1990s as part of a State/local collaboration committed to improving the well-being of Maryland's children, youth, and families. The Boards were created to promote improved, coordinated local decision-making that focuses on results and accountability. The premise was, and continues to be, that health, education, economic, and social outcomes are more likely to be improved if decisions about programs and strategies are made by local jurisdictions with the funding, support, guidelines, and accountability managed by the State. The jurisdictions, through their Boards, bring the knowledge of local needs, resources, and strengths. The Boards bring together public and private agencies, local government, faith-based and civic organizations, families, youth, and community members to develop, implement, and review a community plan. The plan includes strategies to improve outcomes for one or more of the State's Child Well-Being Results<sup>3</sup>:

Since his election in 2014, Governor Larry Hogan has made restoring Maryland's economy his principal

### **Maryland Results for Child Well-Being**

*What we strive to achieve:*

- Babies Born Healthy
- Healthy Children
- Children Enter School Ready to Learn
- Children are Successful in School
- Youth will Complete School
- Youth have Opportunities for Employment or Career Readiness
- Communities are Safe for Children, Youth and Families
- Families are Safe and Economically Stable

priority and firmly believes that continually improving human capital is vital for economic growth. In April 2015, Governor Hogan tasked the Governor's Office for Children (Office) and Maryland's Children's Cabinet with aligning initiatives with his goal of an economically secure Maryland, continuing the commitment to improving outcomes in the identified Results, and positioning Maryland as a leader in developing solutions to issues that have a far-reaching impact for children and families in communities across the State.

The Office, in collaboration with the Children's Cabinet, coordinates efforts to address these initiatives at the State level, but a successful response also requires collaboration and program support at the local level, particularly in those communities most impacted by the challenges experienced by the Strategic Goal populations.

Consequently, in FY19, Local Management Boards are specifically encouraged to focus on Governor Hogan's goal of ensuring economic opportunity for Maryland's struggling families by implementing strategies that will address any or all of the Children's Cabinet's four Strategic Goals.<sup>4</sup>

<sup>3</sup> For more information on the Results and Indicators, please see the State of Maryland Policies and Procedures Manual for Local Management Boards (July 1, 2017) available at: <http://goc.maryland.gov/wp-content/uploads/sites/8/2014/03/LMB-Manual-July-1-2017-v3.pdf>.

<sup>4</sup> See Appendix B for definitions.

### **A. Goal One: Reduce the Impact of Incarceration on Children, Families, and Communities**

Over the last several decades, the incarceration rate has risen dramatically, both nationally and in Maryland. As millions of additional adults have been removed from communities, children, youth and families have been forced to confront the realities of an absent parent or loved one. Although incarceration affects Maryland's communities at vastly different rates, there is no jurisdiction immune to its consequences.

The impact of incarceration on children, youth, families, and communities remains an understudied and underserved area of State policy and government services, but emerging research has identified a number of consequences for children and youth faced with the incarceration of a parent, including:

- Higher rates of homelessness or housing instability;
- A greater likelihood of involvement with the child welfare system;
- Frequent exhibition of anti-social behavior patterns and issues associated with internalizing disorders, such as anxiety and depression; and,
- Greater financial instability both during and after the period of incarceration.

The Children's Cabinet has identified steps to respond to many of these needs, including supporting jurisdictions affected by parental incarceration and fostering collaboration between Children's Cabinet Agencies serving this population, particularly children and youth in the foster care system. The Children's Cabinet is now positioned to provide additional supports to families in their communities.

Local jurisdictions are uniquely positioned to identify and address the consequences noted above and design appropriate interventions to ensure children, youth, families and communities do not experience undue harm as a consequence of a parent or loved-one's incarceration. Most funded programs/strategies may address one or more of the Child Well-Being Results and will focus on interventions that promote family stability, maintain familial connections, and support reunification, etc.

Successful proposals to address this population will:

1. Be based on a clear understanding of the local population affected by incarceration, including a discussion of the data for this population;
2. Incorporate the local partners necessary to ensure success in mitigating the effects of incarceration on children, youth, families and the community;
3. Consider best practices in program implementation; and,
4. Demonstrate a connection to local efforts to address reentry, Justice Reinvestment plans or substance use (particularly opioid addiction) strategies.

### **B. Goal Two: Improve Outcomes for Disconnected/Opportunity Youth**

Disconnected youth are teenagers and young adults between the ages of 16 and 24 who are neither working nor in school. These youth are also referred to as "Opportunity Youth" because reconnecting them to work and school has a positive economic and civic impact. Some youth are ready to work but unable to find a job, while others need to work but face significant barriers, such as transitioning from foster care or juvenile justice facilities, homelessness, early parenthood, or other challenges. The consequences of disconnection are severe. The failure to transition into the adult workforce results in an increased likelihood of living in poverty, poorer physical and mental health, and higher costs to society.

Given the diverse nature of the population, effective strategies for improving outcomes must be based on local data, specific challenges, and particular needs. Local jurisdictions are uniquely positioned to

identify and address the barriers in their communities and design appropriate interventions to ensure youth are successfully transitioning into the adult workforce. Most funded programs/strategies will address either the Result of “Youth Will Complete School” or “Youth Have Opportunities for Employment or Career Readiness” and will focus on reconnecting the out-of-school population to work or school, as opposed to preventing youth from becoming disconnected in the future. Because one program/strategy cannot meet all needs, Boards are strongly encouraged to adopt a “collective impact” approach, whereby the Board convenes a variety of partners to work together to provide programming, remove barriers, and support long-term goals, with each partner playing a distinct but complementary role.

Successful proposals to address this population will:

1. Be based on a clear understanding of the local out-of-school and/or out-of-work youth population, including a discussion of the data for this population;
2. Incorporate the local partners necessary to ensure successful reconnection to work and/or school;
3. Consider best practices in program implementation; and,
4. Demonstrate connections to local Workforce Development Board programs, drop-out recovery efforts, or two generation strategies.

#### **C. Goal Three: Reduce Childhood Hunger**

Beyond connecting children and their families to food assistance programs, the Office and the Children’s Cabinet also recognize the importance of building sustainable strategies to reduce the incidence of hunger among Maryland’s children. Local partnerships are necessary to build collaborative efforts to combat childhood hunger, drawing upon a diverse group of local stakeholders to address the causes and consequences in their communities.

Most funded programs/strategies will address the Result of “Families are Safe and Economically Stable” and will include activities that encourage family self-sufficiency and shift the focus to long-term impact. Programs/strategies that include only immediate hunger-alleviating activities without family self-sufficiency approaches will not be funded.

Successful proposals to address this population will:

1. Be based on a clear understanding of the local population’s food insecurity, including a discussion of the data for this population;
2. Incorporate the local partners necessary to ensure long-term family self-sufficiency;
3. Consider best practices in program implementation; and,
4. Include activities that encourage family self-sufficiency and shift the focus to long-term impact.

#### **D. Goal Four: Reduce Youth Homelessness**

Due to age, developmental stage, and past traumatic experiences, unaccompanied homeless youth have unique needs that cannot be addressed by the same housing and supportive services offered to adults. The root causes of youth homelessness are varied, but often include an unsafe home environment due to domestic violence, parental addiction, or family discord due to sexual orientation or gender identity; transition from systems involvement (detention, foster care, or other institutional placements); family poverty; undocumented status; and lack of affordable housing. Addressing these issues has made the need for collaboration with local agencies increasingly apparent. Boards are positioned to identify the drivers and effects of youth homelessness in their communities and ensure those youth are connected to appropriate services.

Most funded programs/strategies will address the Result of “Families are Safe and Economically Stable” and will include activities that address the complex and unique needs of the unaccompanied homeless youth population.

Successful proposals to address this population will:

1. Be based on a clear understanding of local unaccompanied homeless youth, including a discussion of the data for this population;
2. Incorporate the local partners necessary to ensure success in addressing the complex and unique needs of the unaccompanied homeless youth population;
3. Consider best practices in program implementation; and,
4. Demonstrate a connection to the local Continuum of Care program or other local homelessness planning efforts

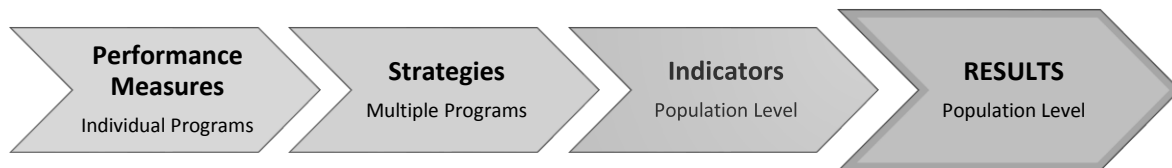
#### E. Results-Based Accountability Approach

The Results-Based Accountability framework<sup>5</sup>, the foundation of the Children’s Cabinet work since the 1990s, allows the Office and the Boards to enhance the service delivery activities through the adoption of Results in planning and decision-making; and the use of performance measures to effectively track the impact of the programs and improve program performance. Results-Based Accountability focuses on two key types of accountability and language discipline:

Results-Based Accountability Language and Questions	
<p><b>Population Accountability Language</b></p> <p><b>Result</b> is a population condition of well-being for children, adults, families and communities  <i>Example: Families are safe and economically stable.</i></p> <p><b>Indicator</b> is a measure that helps to quantify the achievement of a result.  <i>Example: The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.</i></p>	<p><b>Population Accountability Questions</b></p> <ol style="list-style-type: none"> <li>1. What are the quality of life conditions we want for the children, adults and families who live in our community?</li> <li>2. How can we measure these conditions?</li> <li>3. How are we doing on the most important of these measures?</li> <li>4. Who are the partners that have a role to play in doing better?</li> <li>5. What works to do better, including no-cost and low-cost ideas?</li> <li>6. What do we propose to do?</li> </ol>
<p><b>Performance Measure Language</b></p> <p><b>Performance Measures</b> are measures that tell how well a program, agency, or service system is working and specifically whether the customers are better off.</p>	<p><b>Performance Measure Questions:</b></p> <ol style="list-style-type: none"> <li>1. <b><i>How much did we do?</i></b> Examples: # of people served, # of activities</li> <li>2. <b><i>How well did we do it?</i></b> Examples: % of tasks performed on time, attendance rates, % customers who report being treated well, unit cost per service, % of standards met</li> <li>3. <b><i>Is anyone better off?</i></b> Examples: # and % changes in skills, knowledge, attitude, opinion, behavior or circumstance</li> </ol>

<sup>5</sup> For information on the Results-Based Accountability framework, go to [www.raguide.or](http://www.raguide.or) or [www.resultsaccountability.com](http://www.resultsaccountability.com), or access the online materials that may be accessed through the Results Scorecard license provided to each Board.

The Results-Based Accountability framework helps the Children’s Cabinet, the Office, and the Boards move from ideas to action to ensure that our work and investments are making a real difference in the lives of Maryland’s children, youth and families. The Office employs the framework and the data from the Scorecards to ensure that our investments are effective and show the logical link between the desired results, indicators of success, strategies for achieving the desired results, and performance measures:

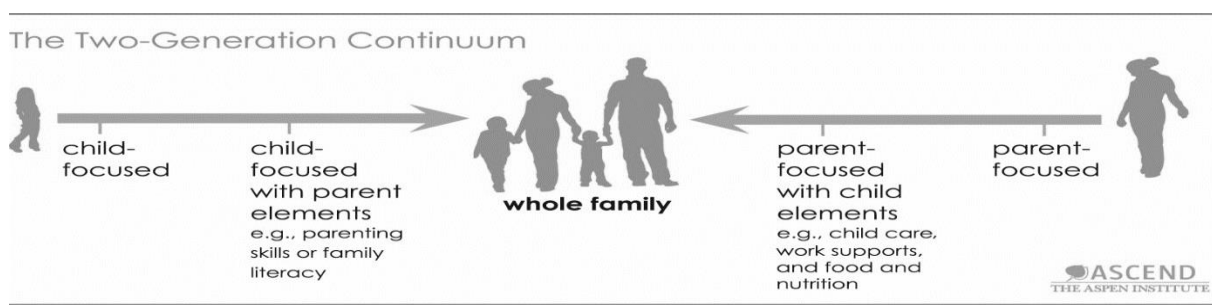


Performance measures are required for each funded program/strategy (except for planning requests) and must be developed in accordance with the Results-Based Accountability framework. In addition, Boards are strongly encouraged to use the Results-Based Accountability framework as part of its planning process to develop a response to this Notice of Funding Availability. Boards that engage in activities specific to the framework, such as turn-the-curve exercises, will be best-positioned to develop a successful application that satisfies the Children’s Cabinet’s requirements.

## F. Two-Generation Approach

The Children’s Cabinet seeks to establish and expand two-generation approaches and encourages the Boards to align services across multiple organizations to provide coordinated services to children and parents together. Research shows the impact of a parent’s education level and economic stability on the overall health of a child/youth’s trajectory. Similarly, children’s education and healthy development are powerful catalysts for parents.

As the Aspen Institute’s Ascend<sup>6</sup> graphic below shows, whole-family approaches focus equally and intentionally on services and opportunities for the parent and the child. Additionally, true two-generation approaches track outcomes for both the parent and the child/youth. Programs/strategies need to break through the silos of fragmented policies in order to harness a family’s full potential and put the entire family on a path to economic security.<sup>7</sup>



<sup>6</sup> The Aspen Institute Ascend Network’s goal “is to mobilize empowered two-generation organizations and leaders to influence policy and practice changes that increase economic security, educational success, social capital, and health and well-being for children, parents, and their families.” (About Us: Ascend Network, 2016)

<sup>7</sup> Annie E. Casey Foundation. Creating Opportunities for Families. Retrieved from <http://www.aecf.org/resources/creating-opportunity-for-families/> and Aspen Institute’s Ascend Network. Retrieved from <http://ascend.aspeninstitute.org/pages/the-two-generation-approach>.

Examples of two-generation activities currently underway in Maryland that apply the concepts to local activities include:

- A local agency that utilizes a universal intake process to create a “no wrong door” policy for their customers which helps families by streamlining the need to visit multiple agencies. The agency has also utilized management information systems and centralized data and data sharing among stakeholders in order to effectively track the progress and performance outcomes for both the child and the family; and,
- Another local agency that proposes to adopt a two-generation model of workforce development and early childhood education in partnership with the local child-serving agency. The target population is young parents under age 25 who are early in their career path. In addition, there are partnerships with employers and the community around employment barriers and solutions for parents with young children.

The Children’s Cabinet believes that supporting two-generation approaches that focus on creating opportunities for and addressing the needs of both vulnerable children/youth and their parents together is a unique opportunity to advance child and family well-being. On the State level, the Governor announced the Two Generation Family Economic Security Commission<sup>8</sup> on March 9, 2017 (Executive Order 01.01.2017.03). To mitigate multigenerational poverty in Maryland, the Commission is charged with identifying what current State services and policies can be utilized in a multigenerational approach that addresses the needs of both parents and children in low-income families. Further, the Commission will pinpoint program and service gaps, and any inconsistencies in federal, State and local policies. Best practices currently in use are to be identified, tested, and recommended.<sup>9</sup>

To support this work on the local level, Local Management Boards are encouraged to consider adopting a two-generation approach for the program(s)/strategy(ies) proposed as part of the Community Partnership Agreement.

## **VI. Scope and Objectives**

On behalf of the Children’s Cabinet, the Office seeks applications from the jurisdictions, through the State’s Local Management Boards, to build on the FY15-FY18 community planning process<sup>10</sup> to implement programs/strategies that address critical needs as identified in the community plan. As a result of the planning process, the Board should have a substantial body of knowledge and documentation that provides a clear direction for the jurisdiction.

It is the intention of the Children’s Cabinet to execute a three-(3) year Community Partnership Agreement for FY19-FY21 with an annual update on the progress achieved and an opportunity to modify budgets and/or programs/strategies where course corrections are needed. This will be achieved through a negotiated process for base funding and a scored process for competitive funding.

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<sup>8</sup> Retrieved from: [https://governor.maryland.gov/wp-content/uploads/2017/03/0442\\_001.pdf](https://governor.maryland.gov/wp-content/uploads/2017/03/0442_001.pdf)

<sup>9</sup> Retrieved from: <http://msa.maryland.gov/msa/mdmanual/26excom/html/34two.html>

<sup>10</sup> A successful planning process will allow the Board to understand the current conditions of all families in the jurisdiction; evaluate the current service delivery system’s capacity to support the healthy growth and development of children and families; and build community support for the prioritized strategies to fill gaps in services.



The purpose of this Notice of Funding Availability is to provide a base allocation for each jurisdiction (based upon the FY18 award) upon successful completion of the Notice of Funding Availability process and a minimum ranking of “Good” on its application and a final recommendation for funding by the State Review Team that is approved by the Children’s Cabinet. The base allocation for each jurisdiction is identified in the chart on pages 4-5 and 18, which does not include the FY19 award for the Local Care Team Coordinator.

The Children’s Cabinet, through the Office, may negotiate all or part of any application, including but not limited to the proposed budget, after award of the grant to clarify the application and to facilitate executing a Community Partnership Agreement contract.

Funding for FY20-FY21 will be awarded based upon:

1. The outcomes and performance demonstrated by the jurisdiction as recorded in the Results Scorecard;
2. Modifications to budgets;
3. Modifications to programs/strategies; and,
4. Funding availability.

Local Management Boards will not be restricted in future applications to the programs/strategies and/or the budgets proposed in the FY19 application but will have an opportunity to modify budgets and/or programs/strategies where course corrections are needed.

## **VII. Application Requirements**

### **A. Eligible Applicants**

Only entities designated as the Local Management Board by a local jurisdiction are eligible to apply for these funds.

### **B. Multi-Jurisdictional Plans**

Boards are strongly encouraged to collaborate with other Boards and submit joint applications to fund one or more program(s)/strategy(ies). If proposing a multi-jurisdictional program/strategy, each Board will discuss the program/strategy in its individual application using the same narrative that clearly defines the roles and responsibilities of each Board. In addition, a joint application will clearly describe the rationale and plan for proposing a multi-jurisdictional approach. The budget for a joint application will be submitted by a single Board that is identified in each individual application as the lead for the multi-jurisdictional project. The budget must clearly describe the proposed expenses to be attributed to each Board.

To be eligible for base funding for a multi-jurisdictional project, the individual score of the lead Board must be at least 71 points.

### **C. Availability of Funds**

This Notice of Funding Availability is for a three-(3) year award for the period of July 1, 2018 through June 30, 2021 with one-year funding. This Notice is subject to the availability of funds and may be amended to reflect changes in the final budget appropriation by the General Assembly. Future funding will be based upon an annual update that includes the outcomes and performance demonstrated by the jurisdiction plus any changes to programs/strategies and/or budgets, and funding availability.

The total State funding available for this Notice is \$18,059,191 for FY19. Each jurisdiction will be eligible for its base allocation (based upon the FY18 award) upon successful completion of the Notice of Funding Availability process and a minimum ranking of “Good” on its application and a final recommendation for funding by the State Review Team that is approved by the Children’s Cabinet.

The base allocation for each jurisdiction is identified in the chart, below, which does not include the FY19 award for the Local Care Team Coordinator:

<b>Jurisdiction</b>	<b>Base Allocation<sup>11</sup></b>
Allegany	\$462,798
Anne Arundel	\$1,241,252
Baltimore City	\$2,921,102
Baltimore	\$1,396,916
Calvert	\$357,067
Caroline	\$563,425
Carroll	\$513,102
Cecil	\$527,429
Charles	\$383,826
Dorchester	\$433,413
Frederick	\$393,603
Garrett	\$530,263
Harford	\$570,994
Howard	\$448,049
Kent	\$376,358
Montgomery	\$1,527,169
Prince George's	\$1,724,396
Queen Anne's	\$335,286
St. Mary's	\$401,718
Somerset	\$288,755
Talbot	\$443,418
Washington	\$674,447
Wicomico	\$764,487
Worcester	\$779,918
<b>TOTAL</b>	<b>\$18,059,191</b>

#### **D. Issuing Office**

The Governor’s Office for Children is the issuing office for this Notice of Funding Availability. The sole point of contact for the State for the purposes of this Notice of Funding Availability is the Issuing Office contact below:

Kim Malat, Deputy Director  
Governor's Office for Children  
100 Community Place  
Crownsville, MD 21032  
410-697-9245

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<sup>11</sup> The base allocation listed does not include the FY19 award for the Local Care Team Coordinator.

[kim.malat@maryland.gov](mailto:kim.malat@maryland.gov)

**E. Pre-Application Meeting for Base and Competitive Funding**

A pre-application meeting will be held on January 16, 2018 from 1:30 p.m. - 3:30 p.m. at the Baltimore County Public Library - Arbutus Branch, 855 Sulphur Spring Road, Arbutus, Maryland 21227-2745. All interested Local Management Board staff, Board members and County government representatives are strongly encouraged to attend the pre-application meeting. While attendance at the pre-application meeting is not mandatory, the information presented may assist the Board in preparing a complete application.

Each prospective attendee is requested to individually register for the pre-application meeting by visiting the URL below:

<https://www.eventbrite.com/e/fy19-notice-of-funding-availability-pre-application-meeting-for-base-and-competitive-funding-tickets-41559715227>

It is not necessary to print a ticket for entry to the meeting (Eventbrite includes a direction to print a ticket which is not required in this instance). Please bring a copy of this Notice of Funding Availability to the pre-application meeting to use as a reference.

Please note that due to the limitations of the venue and the nature of the material to be presented, there will be no option to call-in to this meeting. If accommodations are required in accordance with the Americans with Disabilities Act, please notify Tracey Webb by 5 p.m. on January 11, 2018 by sending an email to [tracey.webb@maryland.gov](mailto:tracey.webb@maryland.gov).

In case of inclement weather, if Baltimore County Public Schools are closed on January 16, 2018, the meeting will be rescheduled to January 19, 2018 from 10:30 a.m. to 12:30 p.m. at the Governor's Office for Children, 100 Community Place, conference room A/B, Crownsville, MD 21032. If Baltimore County Public Schools announce a delayed opening on January 16, 2018 (or January 19, 2018 if the January 16th meeting is cancelled), the meeting will begin as scheduled at 10:30 a.m.

**F. Questions and Inquiries**

Questions and inquiries from potential applicants will be accepted both prior to, during and after the pre-application meeting. All questions should be submitted in writing via email only to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov). Please be advised that other staff of the Governor's Office for Children are not available to answer questions related to this Notice of Funding Availability.

Questions prior to the pre-application meeting should be submitted in writing via email only to Kim Malat at [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov) and received by noon on January 10, 2018 and will be answered at the pre-application meeting. Questions submitted after the pre-application meeting that have not been previously answered, and that are deemed by the Issuing Office to be substantive, will be answered in writing by the Issuing Office and distributed via email to all Boards through their officially-designated Board Chairs and points of contact. All questions and answers will be posted on the Office's website.

**G. Application Submission**

The closing date for submission is April 24, 2018. One (1) original and six (6) hard copies of the application, plus an electronic submission in Word format and an electronic submission of the budget in Excel format must be received at the Issuing Office no later than 5:00 p.m. on the closing date. Submissions by fax or other methods will not be accepted.

Processing of late applications is governed by the Local Management Board Policies and Procedures Manual policy on Grant Application Deadlines and Late Application Submission effective January 1, 2018. This policy identifies circumstances in which the Children's Cabinet and/or the Governor's Office for Children may consider applications submitted after the deadline. Local Management Board applicants should immediately contact the Governor's Office for Children in the case of extenuating circumstances leading to a late submission.

The complete application includes a narrative, appendices as requested, budget forms, and signed letters of commitment from partners indicating any agreed funding matches and/or other tangible commitments. Letters that provide only general words of support of the proposed programs/strategies will not be considered and should not be submitted.

Application narratives should not exceed 60 pages (thirty [30] pieces of 8½ x 11 sized pieces of paper) of narrative excluding required cover pages, appendices, and budgets. Format is 12-point black font, double-spaced, double-sided, 8½ x 11 sized paper with one (1) inch margins. Data in tables may be single-spaced and 10-point font. Please do not use binders or folders.

Each Local Management Board may submit one (1) application for base funding. In addition, eligible Local Management Boards may submit one (1) application for competitive funding.

#### **H. Role of the Office Staff**

The staff of the Office will conduct a technical review of the applications submitted for completeness and compliance with submission criteria. Staff may contact the designated Board point of contact and Board Chair if questions arise and/or the application is found to be missing required materials. Applications may be required to be resubmitted with technical corrections which could delay the grant review and award.

The staff of the Office may assist the Children's Cabinet in reviewing the applications submitted and making recommendations regarding funding for each local program/strategy proposed. Following the awards, the Office staff will be responsible for providing technical assistance to the Boards in the areas of implementation, compliance, monitoring, and reporting. On behalf of the Office and the Children's Cabinet, staff from the Governor's Office of Crime Control and Prevention will conduct onsite visits with Local Management Boards to review and document fiscal compliance and compliance with grant requirements.

For the period of December 30, 2017 through April 24, 2018, technical assistance from Governor's Office for Children staff is limited to Scorecard questions, FY18 report submissions, or prior years' activities only.

#### **I. Program Reporting**

Local Management Boards are required to submit program and fiscal reports in a timely manner using the format and system provided by the Office in accordance with the State of Maryland Policies and Procedures Manual for Local Management Boards.

## **VIII. Application Review Criteria and Process**

### **A. Grant Review**

Applications will be reviewed by a State Review Team that may be composed of, but is not limited to, representatives of Children's Cabinet Agencies, the Governor's Office for Children, and other partners. There will be separate review teams and processes for base and competitive funding applications.

The State Review Team will review, score and negotiate the FY19-FY21 Community Partnership Agreement with a local team and determine a final recommendation to the Children's Cabinet. Each member of the State Review Team will review and score assigned applications using a rubric provided. A collective average score will be assigned to each application by the State Review Team.

### **B. Review Process**

The review process will consist of separate reviews for base funding and competitive funding applications.

The base funding review process is described as follows:

1. Each Local Management Board will form a local team composed of, at minimum, the Local Management Board director (or staff person), the Local Management Board Chair or Vice-Chair, and three (3) other Board members.
2. The local team will:
  - a. Prepare/assist in the preparation of the response to the Notice of Funding Availability;
  - b. Meet as a team to prepare responses to questions provided by the State Review Team to address concerns raised in the review process;
  - c. Meet with the State Review Team in accordance with the schedule in Appendix G to resolve any questions or concerns and negotiate any final conditions for funding; and,
  - d. Provide responses/materials requested by the State Review Team following the conclusion of the negotiation meeting, as applicable, if all concerns cannot be satisfactorily addressed at the meeting.
3. The State Review Team will:
  - a. Review the application individually and as a team to develop a preliminary score;
  - b. Meet as a team to develop a set of questions to be provided to the local team in order to address concerns raised in the review process;
  - c. Meet with the local team in accordance with the schedule in Appendix G to resolve any questions or concerns and negotiate any final conditions for funding;
  - d. Determine if the proposal meets the minimum 71 point requirement; and,
  - e. Notify the Office of the final recommendations to be forwarded to the Children's Cabinet.
4. Meeting with the State Review Team:
  - a. There will be one (1) meeting of the local team with the State Review Team to discuss written questions and any other issues the State Review Team raises. The purpose of the meeting is for the local team to respond to questions so that issues are resolved during the meeting and the local team can be informed of preliminary approval of the application.

- b. Questions from the State Review Team will be compiled by the Governor’s Office for Children and forwarded to the local team in advance of the meeting.
- c. Meetings will be held at 100 Community Place, Room 2.314, Crownsville, MD 21032 in accordance with the schedule in Appendix G. Changes to the meeting schedule may only be made if two Local Management Boards agree to switch assigned meeting times. Such a change is subject to State Review Team approval.

The Office may initiate a secondary review for an application that that is assigned an average score in the “Non-Responsive” range and for which the State Review Team is unable to negotiate a solution.

### **C. Review Criteria**

The State Review Team will review; score; and negotiate the FY19-FY21 Community Partnership Agreement with a local team and determine a final recommendation to the Children’s Cabinet. Each member of the State Review Team will review and score assigned applications using a rubric provided. Each application will be evaluated by a State Review Team based on the following assigned criteria for each section:

#### **1. *Child Well-Being Result(s) – 10 Points***

Discussion of one or more of the eight (8) standard Child Well-Being Result(s) that are identified in the community plan that the Local Management Board has prioritized for FY19, including why the Result is important for the jurisdiction and how the prioritized Result(s) will be or is being used as part of the planning and decision-making throughout the jurisdiction.

#### **2. *Indicators and Trends – 15 Points***

Discussion of the prioritized Indicator(s) that will demonstrate an impact on the prioritized Result including the statistically-demonstrated need for each proposed program/strategy; the rationale for the selected program/strategy based upon the assessment of services and programs, and how it was determined to be the best approach for the population to serve this need or fill the gap in service.

#### **3. *Partners – 10 Points***

Discussion of the involvement of families, youth, public agencies, and private providers in all aspects of planning as well as program design/implementation/monitoring, etc. Submit letters of commitment from partners that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success, as applicable. General letters of support that do not clearly identify the writer’s role or commitment will not be considered and should not be submitted. Letters from vendors should not be submitted unless the vendor is providing additional support over and above the negotiated contract deliverables.

#### **4. *Description of all Proposed Programs/Strategies – 50 Points***

- a. Detailed discussion of how the Board prioritized the program/strategy. (15 Points)
- b. Evidence of effectiveness for the program/strategy. (25 Points)
  - i. For a new program/strategy, this will be demonstrated through published program evaluations<sup>12</sup>.
  - ii. For an existing program/strategy, this will be demonstrated through a brief summary of no less than three (3) years of the program’s/strategy’s prior

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<sup>12</sup> Defined as the systematic application of scientific methods to assess the design, implementation, improvement or outcomes of a program (Rossi & Freeman, 1993; Short, Hennessy, & Campbell, 1996).

- performance measures which must include FY15-FY18 performance measure data currently displayed in the Results Scorecard.
- iii. For an existing program/strategy that was first funded in FY17 or FY18 for which there is not at least three (3) years of performance measure data, this will be demonstrated through a discussion of the program's/strategy's available performance measure data and the research.
- c. Timelines and work plans for the implementation of new programs/strategies.
- d. Detailed discussion of how each program/strategy enhances or expands on existing programs/strategies; or a description of why a new program/strategy is needed, including evidence that there are no other services in the jurisdiction addressing this need. (10 Points)

#### 5. *Sustainability – 15 Points*

For programs/strategies that are proposed for FY19 that do not directly impact one or more of the Strategic Goals, the application must clearly address decreasing dependence on Children's Cabinet funding and shifting financial support for the program/strategy to a new funding stream. A commitment from another entity to provide needed funding for the program/strategy in subsequent years must be documented by a letter of commitment from that entity.

Narrative that proposes to seek funding without a specific and documented action plan and timeline is not a valid sustainability plan and will not be awarded any points. Likewise, a proposal to investigate foundation grants or other tentative action is not a valid sustainability plan and will not be awarded any points.

#### **D. Ranking Scale**

The State Review Team will use the following ranking scale:

- 0-70 points = Non-Responsive
- 71-80 points = Good
- 81-90 points = Very Good
- 91-100 points = Excellent

An application that is ranked as "Non-Responsive" is disqualified from this review process. For FY19, as occurred for FY17 and FY18, if a Board is "disqualified" (e.g. the application's score is lower than 71 points):

1. That Board is taken out of the base funding application process as described herein;
2. Local government will be given an opportunity, with a timeline, to address the deficiencies in the application with technical assistance from the Office; and/or,
3. The Children's Cabinet may continue currently-funded programs through Local government with specific fiscal controls and other special conditions.

#### **E. Extra Points**

The State Review Team may assign a maximum of eleven (11) extra points to an application's total average score if the application satisfactorily addresses one or more of the following:

1. Two-Generation/2Gen: Up to five (5) extra points may be assigned by the State Review Team to an application's total average score if the application proposes a clearly-articulated and well-constructed two-generation approach for one or more proposed programs/strategies. To be eligible for extra points, a successful application will:
  - a. Propose a program/strategy with simultaneous interventions directed at both the

- parent(s) and their child(ren)/youth;
  - b. Utilize performance measures that track outcomes for parents and children/youth; and,
  - c. Demonstrate a clear effort to remove silos in existing programs/strategies or create new strategies that involve collaboration and communication between agencies serving different members of the family.
2. Race Equity: Up to five (5) extra points may be assigned by the State Review Team to an application's total average score if the application demonstrates a commitment to race equity. To be eligible for extra points, a successful application will include:
- a. A detailed discussion of racial disparities in the jurisdiction, supported by local data wherever possible;
  - b. Evidence of community engagement around addressing racial disparities; and,
  - c. Strategies for advancing equity.
3. Cash Match: One (1) extra point may be assigned by the State Review Team if the application demonstrates a cash match of 25% or more of the total funding request (combined total of all programs/strategies + Board Support [administration]). Cash match is defined as funds that are paid/awarded/administered to/by the Local Management Board in support of a program/strategy. Eligible cash match does not include in-kind support or funds that are paid to the program vendor or another third party in support of the program/strategy.

#### **F. Final Awards**

The programs/strategies to be funded and the amount requested in each application will be reviewed and a discussion process may take place with one or more Boards regarding budgets, as limited by available funding. The State Review Team will make recommendations for final awards to the Office and the Children's Cabinet.

Final awards, with an effective date of July 1, 2018, will be communicated to the Boards via email by June 29, 2018. NOTE: The final awards for FY19 are dependent on the availability of funds. All Children's Cabinet funding decisions are final and not subject to appeal.

#### **G. Special Conditions/Restrictions**

Special conditions/restrictions may be imposed by the Office and/or the Children's Cabinet upon recommendation from the State Review Team to address weaknesses identified in the application and/or to remedy issues that are raised by the State Review Team and/or concerns that cannot be satisfactorily addressed at the meeting of the local team and the State Review Team.

Examples of special conditions that may be imposed include, but are not limited to:

- Correcting part or all of the planning process;
- Correcting part or all of the application;
- Correcting/revising performance measures;
- Resubmitting all or part of the budget;
- Submitting sufficient evidence of need; and/or,
- Submitting/clarifying evidence of effectiveness.

Technical assistance provided by the Office or another entity in accordance with special conditions imposed is not optional.



If the Office and/or the Children's Cabinet impose special conditions/restrictions, the Office will notify the Board on the date of the award notice, in writing, of:

1. The nature of the special conditions/restrictions;
2. The reason(s) for imposing the special conditions/restrictions;
3. The corrective action(s) which must be taken before the special conditions/restrictions will be removed and the time allowed for completing the corrective actions; and,
4. The method of requesting reconsideration of the conditions/restrictions imposed.

## **IX. Base Funding Application Elements**

Each complete application for base funding should include:

**A. Cover Pages (using template provided). These pages do not count toward the 60 page limit for the narrative and include complete information for the following:**

- Board Name;
- Budget Summary Chart;
- Name, title, telephone and email of the Board's staff point of contact;
- Name, title, telephone, and email of the Board's project contact (if different from above);
- Name, title, telephone, and email of the Board's fiscal contact (if different from above); and,
- Original signatures of the Board point of contact, Board Chair, and the Chief Executive Officer(s) of the jurisdiction.

Note: The cover pages do not need to be submitted electronically.

**B. Table of Contents**

Include a table of contents listing all relevant sections of the application with page numbers. The table of contents should include the titles or descriptions of the first-level headers, sections, etc. and should be sufficiently detailed to allow the reader to easily locate key information.

**C. Board Profile Summary**

Each Board will submit a profile for the purpose of providing the State Review Team with the necessary general information about the Board and the jurisdiction that it serves. In no more than three (3) pages (one and one-half [1½] pieces of 8½ x 11 sized pieces of paper), please provide the following information:

1. Description of the Board:
  - a. Name;
  - b. When established;
  - c. Current membership; and,
  - d. Current sources and amounts of funding for all FY18 Local Management Board programs/strategies.
2. Management and Accountability:
  - a. Qualifications of the Board staff overseeing the programs/strategies; and,
  - b. Process for Board oversight of the programs/strategies on an on-going basis.

#### **D. Description of Proposed Programs/Strategies**

Boards are strongly encouraged to review the use of Results-Based Accountability framework contained in the Local Management Board Policies and Procedures Manual (Manual), Section II, Subsection 60.

The narrative should include a clear link between the specific Results and Indicators identified in the Board's community plan and prioritized for impact in FY19; the programs/strategies proposed for funding that will impact the prioritized Result and Indicator; and the performance measures proposed for each program/strategy. Successful applications will clearly and succinctly identify:

1. What are the Results your community is trying to achieve? What are the quality of life conditions wanted for the children, adults and families who live in the community? The application will describe:
  - a. Which one or more of the eight (8) standard Child Well-Being Result(s) identified in the community plan that have been prioritized for FY19, including the Board's process for selecting the Result(s);
  - b. How the Result was determined to be important for the jurisdiction; and,
  - c. How the prioritized Result will or is being used to drive change throughout the jurisdiction and by other partners.
2. What do the data tell us? How can these conditions be measured? How is the jurisdiction doing on the most important of these measures? The application will:
  - a. Describe which Indicators the Board will use to measure each of these Results;
  - b. Provide data for any local Indicators that the Board will use to measure progress towards the Results;
  - c. Present the historical baseline and future forecast (and/or trend line) for these Indicators;
  - d. Describe, for each Indicator, whether the data is heading in the right direction; and,
  - e. Describe the story behind the data and the causes and forces at work that are contributing to the direction of the Indicator.
3. Who are the partners who have a role to play in doing better?
  - a. Applications will demonstrate the involvement of families, youth, public agencies, community-based organizations and private providers in the:
    - i. Planning process;
    - ii. Identification of needs of children, youth and families in the jurisdiction;
    - iii. Selection of proposed programs; and,
    - iv. Implementation of proposed programs.
  - b. This section will also:
    - i. Demonstrate the Board's ability to identify partners to provide the services for which funding is sought;
    - ii. Include commitments by partners that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success; and,
    - iii. Detail each partner's role in the project and describe the exact nature of the commitment and the tangible support that will be provided.

Note: For every program partner identified that will participate in the implementation of the program/strategy or whose cooperation or support is necessary to its success, there should be a

detailed letter of commitment included in the appendix. Letters of commitment that provide only general words of support of the proposed programs/strategies will not be considered and should not be submitted. Letters of commitment may be included in the application appendices and are not part of the 60 page limit for the narrative.

4. What strategies work to “turn the curve” and make things better? What does the Board propose to do?

For each new program/strategy proposed for funding, please include in the narrative:

- a. A detailed discussion of how the Board prioritized the program/strategy. What was the process for determining that this particular program/strategy will meet the needs of the community?
- b. A complete description of the program/strategy, including target population to be served.
- c. Evidence of effectiveness as demonstrated through published program evaluations<sup>13</sup> (with citations). For example, if proposing a new home visiting strategy, what published evidence is there that shows that this intervention will be effective in addressing the specific identified problem in your community?
- d. Performance measures proposed for FY19 that will determine effectiveness. Limited to no more than two (2) measures per question (How much work was done? How well was the work done? Is anyone better off?), representing those headline measures that are most valuable in assessing the impact of the program/strategy on the prioritized Indicator.
- e. Timelines and work plans for the implementation of new programs/strategies. The work plan will contain a realistic timeline and action steps for implementation of each program/strategy and serves as a basis for the budget.
  - i. For example, if the timeline provides three months for the procurement process, the budget will reflect that start-up period, followed by nine months of implementation.
- f. How each program/strategy enhances or expands on existing programs/strategies; or a description of why a new program/strategy is needed, including evidence that there are no other services in the jurisdiction addressing this need.

For each existing program/strategy proposed for funding, please include in the narrative:

- a. How the Board prioritized the program/strategy. What was the process for determining that this particular program/strategy will meet the needs of the community?
- b. A complete description of the program/strategy, including target population to be served.
- c. Evidence of effectiveness as demonstrated by a brief summary of no less than three (3) years of the prior performance measures for the program/strategy including performance measure data currently displayed in the Results Scorecard. This will include:
  - i. A summary of the performance data for the following questions: How much work was done? How well was the work done? Is anyone better off?

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<sup>13</sup> Defined as the systematic application of scientific methods to assess the design, implementation, improvement or outcomes of a program (Rossi & Freeman, 1993; Short, Hennessy, & Campbell, 1996).

- ii. A description of the story behind the data and the direction it is heading. If the data are trending in the wrong direction, what are the causes and forces at work that are contributing to this direction?
- iii. Any new performance measures proposed for FY19 that will determine effectiveness. Limited to no more than two (2) measures per question (How much work was done? How well was the work done? Is anyone better off?) representing those headline measures that are most valuable in assessing the impact of the program/strategy on the prioritized indicator.
- iv. How each program/strategy is meeting the needs of the jurisdiction by enhancing or expanding on existing programs/strategies or fills a gap in services.
- v. For an existing program/strategy that was first funded in FY17 or FY18 for which there is not at least three (3) years of performance measure data, this will be demonstrated through a discussion of the program's/strategy's available performance measure data and the research.

For multi-jurisdictional programs/strategies, the narrative should include:

- a. A discussion by each Board referencing the multi-jurisdictional approach and identifies the lead Board.
- b. A discussion by the lead Board that details the roles and responsibilities of each participating Board.
- c. A description by the lead Board of the rationale and plan for proposing a multi-jurisdictional approach.

NOTE: The budget for a joint application will be submitted by the lead Board that is identified in each individual application as the lead for the multi-jurisdictional project. The budget must clearly describe the proposed expenses to be attributed to each Board.

To be eligible for base funding for a multi-jurisdictional project, the individual score of the lead Board must be at least 71 points.

5. Sustainability: For programs/strategies proposed for FY19 that do not address one or more of the Strategic Goals, describe the plans for sustaining the program/strategy in the future without Children's Cabinet funding. Sustainability could be demonstrated in a variety of ways, including:
  - a. A plan for securing new and/or additional funding;
  - b. A process by which the program/strategy will be assisted in becoming self-sustaining; and/or,
  - c. A process for transferring the oversight, monitoring and funding responsibility to an entity other than the Board.

Regardless of the manner the Board chooses to demonstrate sustainability, the description provided should include action steps and a clear vision for how the program will be able to continue without Children's Cabinet funds.

## **E. Budget**

A completed budget file using the Excel template provided by the Office is required for each application. See the instruction tab in the file for details on how to complete the budget pages for Board Support and each program/strategy (by vendor/site).

Please note:

- a. Budgets must be clear and specific and must reflect one year of spending and, where applicable, must be adjusted to reflect the anticipated start date of the program/strategy.
- b. Proposed expenses must be identified on the appropriate line item of the budget.
- c. Each budget must be disaggregated to include expenses that are attributed to the appropriate budget line item.
- d. A budget narrative is required for each line item that explains the proposed expenses and how the cost was derived. Show the calculations in the space provided.
- e. The Governor's Office for Children and the Children's Cabinet reserve the right to reduce budgets.
- f. See the State of Maryland Policies and Procedures Manual for Local Management Boards available at <http://goc.maryland.gov/wp-content/uploads/sites/8/2014/03/LMB-Manual-July-1-2017-v3.pdf> for a discussion of allowable and unallowable costs.
- g. Expenses for indirect costs are not allowable.

## **X. APPENDICES**

## **Appendix A: Required Cover Pages**

Board Name: \_\_\_\_\_

Base Funding Budget Summary					
	Requested Funds	Cash Match (Total Cash Match/% of Total Funds)	In-Kind (Total In-Kind/% of Total Funds)	TOTAL FUNDS	Serves Strategic Goal Population(s) – Yes/No? If yes, state which.
A. Board Support	\$	\$ %	\$ %	\$	
B. Base Program Title:	\$	\$ %	\$ %	\$	
C. Base Program Title:	\$	\$ %	\$ %	\$	
D. Base Program Title:	\$	\$ %	\$ %	\$	
E. Base Program Title:	\$	\$ %	\$ %	\$	
F. Base Program Title:	\$	\$ %	\$ %	\$	
G. Base Program Title:	\$	\$ %	\$ %	\$	
<b>Total Base</b>	\$	\$ %	\$ %	\$	

Check All that Apply:	
Multi-Jurisdictional Plan for (list title):	<input type="checkbox"/> Lead Board <input type="checkbox"/> Participating Board
Requesting Extra Points for:	<input type="checkbox"/> Two Generation Approach <input type="checkbox"/> Race Equity <input type="checkbox"/> 25% Cash Match

Name, title, telephone and email of Board's staff point of contact:

Name, title, telephone, and email of Board's project contact (if different from above):

Name, title, telephone, and email of Board's fiscal contact (if different from above):



*By signing below, I hereby certify that the Local Management Board reviewed and approved this application, and complied with the local procurement, conflict of interest and ethics policies in the development of the application.*

Original signatures of Board’s staff point of contact, Board Chair, and the Chief Executive Officer(s) of the jurisdiction:

\_\_\_\_\_  
**Signature**  
\_\_\_\_\_  
Name and Title  
\_\_\_\_\_  
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## Appendix B: Definitions

1. Disconnected or Opportunity Youth: Teenagers and young adults between the ages of 16 and 24 who are neither working nor in school.
2. Parental Incarceration: The families and children of individuals who are currently or were previously incarcerated in a State or local correctional facility for adults or juveniles, including those under criminal justice supervision prior to or following a period of incarceration.
3. Childhood Hunger: Children with limited or uncertain availability of nutritionally-adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.
4. Youth Homelessness: Individuals under the age of 25 who lack a fixed, regular, and adequate nighttime residence; this includes those living in motels, hotels, camping grounds, emergency or transitional shelters, cars, parks, public spaces, abandoned buildings, and bus or train stations for whom it is not possible to live with their parent, guardian or relative and have no other safe alternative living arrangement.
  - For the Department of Juvenile Services, this is limited to those youth in the Department's custody; and,
  - For the Department of Human Services, this is limited to those youth in the Department's custody who are not residing in their court-ordered placement.

## Appendix C: Template for Prioritizing

Example of Prioritizing Results, Indicators, and Strategic Goals	
Scenario: After assessing the needs in the community and gathering community input, the Board concluded that poverty is an escalating problem and an underserved population is unemployed, single mothers between the ages of 19 and 22 with two or more children aged 3 to 5.	
<b>Step 1 – Identify priority Child Well-Being Result</b>	<i>Families are Safe and Economically Stable</i>
<b>Step 2 – Identify priority Indicator(s) for each Result</b>	<i>Child Poverty – The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.</i>
<b>Step 3 – Identify Strategic Goal Population</b>	<i>Disconnected Youth - Unemployed, single mothers, aged 19-22, with two or more young children.</i>
<b>Step 4 – After examining the research on effective strategies, identify program or strategy.</b>	<i>The XYZ Program, a research-based, two generation, integrated program.</i>

## Appendix D: Worksheet for Aligning Results, Indicators and Strategies

Strategy Worksheet			
<b>Result:</b> (One of the Child Well-Being Results prioritized based upon the assessment of needs and community input)	<b>Indicator:</b> (The Indicator that will be used to measure progress toward the prioritized Result)	<b>Strategic Goal:</b> (The target population based on one of the four Strategic Goals)	<b>Strategy/Program:</b> (The name of the activity/strategy/program proposed for funding)
			<b>Description:</b> (Description of the program/strategy proposed for funding)
			<b>Supporting Evidence of Need:</b> (The data and community input that demonstrates the program/strategy fills a gap in services and addresses a critical need.)
			<b>Supporting Evidence of Effectiveness:</b> (For new programs- the research; for currently funded programs - a minimum of three years of performance measure data. Effectiveness means the research or performance measures show the program has quantifiably impacted the prioritized Indicator.)

## Appendix E: Performance Measures Worksheet #1

Performance Measures Worksheet		
	<i>Quantity</i>	<i>Quality</i>
<i>Effort</i>	<b>A.)</b> _____ <b>B.)</b> _____ (Measure #1 - How much the program did, the combination of effort and quantity)	<b>A.)</b> _____ <b>B.)</b> _____ (Measure #2 - How well the service was delivered, the combination of effort and quality)
<i>Effect</i>	<b>A.)</b> _____ <b>B.)</b> _____ (Measure #3 - The number of participants who were better off as a result of the program, the combination of effect and quantity)	<b>A.)</b> _____ <b>B.)</b> _____ (Measure #4 - The percentage of participants who were better off as a result of the program, the combination of effect and quality)

*\*Example for an education program: Measure #1- Number of participants; Measure #2- Student/teacher ratio; Measure #3- Number of graduates; Measure #4- Percent of participants who graduate.*

## Appendix F: Performance Measures Worksheet #2

**LMB:**

**Program Name:**

Performance Measure	For Percentages, indicate the numerator and denominator (NUM/DEM)
<b>What/How Much We Do:</b>	
<b>How Well We Do It:</b>	
	NUM:
	DEN:
<b>Is Anyone Better Off?</b>	
	NUM:
	DEN:
	NUM:
	DEN:
	NUM:
	DEN:

### Definitions:

**Unduplicated:** When reporting the number of parents, families, children, youth, etc. for the half year, a new count is started at the beginning of every fiscal year. The first Half Fiscal Year (HFY1) report will count all the parents, families, children, youth, etc. who have been served during the first six months of the fiscal year. The second Half Fiscal Year (HFY2) report will count only new parents, families, children, youth, etc. The Fiscal Year (FY) report will provide the total served for the whole year.

**Served:** A definition of “served” should be provided. This will probably vary by program. For evidenced-based programs, this may mean that the parent, family, child, youth, etc. has completed a set # of weeks of the program. For other programs it may mean that the parent, family, child, youth, etc. has completed an assessment and plan of care. Please be specific about who you are counting.

## Appendix G: Review Team Meeting Schedule

Local Management Board	Date	Time	Location
Charles	5/23/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Baltimore City	5/23/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Washington	5/24/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Somerset	5/24/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Talbot	5/30/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Prince George's	5/30/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Wicomico	5/31/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Cecil	5/31/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
St. Mary's	6/1/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Howard	6/1/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Anne Arundel	6/4/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Montgomery	6/4/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Baltimore	6/6/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Frederick	6/6/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Worcester	6/8/18	9 a.m. to noon	100 Community Place

Local Management Board	Date	Time	Location
			Room 2.314 Crownsville, MD
Dorchester	6/8/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Allegany	6/11/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Calvert	6/11/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Garrett	6/13/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Caroline	6/13/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Kent	6/15/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Carroll	6/15/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD
Queen Anne's	6/18/18	9 a.m. to noon	100 Community Place Room 2.314 Crownsville, MD
Harford	6/18/18	1 - 4 p.m.	100 Community Place Room 2.314 Crownsville, MD

Please note that changes to the schedule may only be made if two Local Management Boards agree to switch assigned meeting times. Such a change is subject to State Review Team approval. Please contact Kim Malat to request a schedule change once the change has been arranged between two Local Management Boards.